



**DEPARTMENT OF DEFENSE  
MISSILE DEFENSE AGENCY  
7100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-7100**

**MAR 28 2005**

**D**

**MEMORANDUM FOR ALL MDA PERSONNEL AND CURRENT AND  
PROSPECTIVE CONTRACTORS**

**Subject: Appointment of Missile Defense Agency Ombudsmen**

A recent Defense Science Board Study concluded that DoD could enhance procurement integrity by having someone at a very senior level act as a point of contact for anyone wishing to report a possible procurement integrity violation. I understand, however, that contractors are sometimes reluctant to report issues to Government employees because they fear offending the customer. Consequently, I am appointing two ombudsmen for the Agency; each with separate and distinct responsibilities.

The MDA Acquisition Ombudsman is Mr. Terry Little, the Agency's Executive Director. His focus will be on handling integrity, fairness or other issues associated with individual contracts, source selections, award fee recommendations and negotiations. His objective is to help us assure that our processes, and our implementation of them, are fair, unbiased and consistent. I expect individuals to try and resolve most issues at the lowest possible level, but I also know that there are times when this may be either too cumbersome or not appropriate. Any person, Government or contractor, who has an acquisition integrity-related issue may directly contact the Acquisition Ombudsman to ask that he inquire into the issue and resolve it appropriately. Also, every solicitation will identify who the Acquisition Ombudsman is and how to contact him.

The MDA Industry Ombudsman is Mr. Jim Sides. His role is to solicit candid feedback from industry leaders with whose companies we do business. Specifically, he provides an avenue for these leaders to inform me of their concerns, their views on MDA processes and practices and any other topic that they want to bring to my attention. Jim will work informally, but will report his findings directly to me on a regular basis.

I believe that having these two ombudsmen will help give us the appropriate checks and balances for preventing any acquisition integrity issues and appropriately dealing with any industry issues. Mr. Terry Little may be contacted at [Terry.Little@mda.mil](mailto:Terry.Little@mda.mil) and Mr. Jim Sides may be contacted at [James.Sides@cox.net](mailto:James.Sides@cox.net).

A handwritten signature in black ink, appearing to read "Henry A. Obering III", with a stylized flourish at the end.

HENRY A. OBERING III  
Lieutenant General, USAF  
Director